



# Work Environment and Motivation Effects on Employee Performance through Job Satisfaction in Magersari Mojokerto City

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## Abstract

**Purpose:** This study aims to analyze the performance of employees in Magersari District, Mojokerto City using work environment and work motivation variables as independent variables, and organizational commitment as an intervening variable.

**Research Methodology:** The type of sample used was total sampling with a total population of 53 employees. Data were collected using questionnaires, and data analysis techniques were used with Partial Least Square analysis.

**Results:** Work environment and motivation do not directly affect employee performance, but both significantly improve organizational commitment. Organizational commitment significantly affects performance and mediates the effects of work environment and motivation.

**Conclusions:** Workload has a negative but insignificant effect on employee performance, while work motivation has a positive but insignificant effect. Job satisfaction positively and significantly affects employee performance and mediates the effects of workload and work motivation on employee performance..

**Limitations:** This study is limited to 53 employees of Magersari District, Mojokerto City; therefore, the findings may not be generalizable to broader organizational contexts.

**Contributions:** This study contributes to human resource management by confirming the important role of job satisfaction in mediating the effect of work environment and work motivation on employee performance.

**Keywords:** *Organizational Commitment, Partial Least Square, Performance, Work Environment, Work Motivation*

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## 1. Introduction

To improve performance efficiency, organizations require employees who are able to adapt to change, respond to organizational dynamics, and anticipate future needs so that the institution does not lag behind in achieving its objectives. In the current era of rapid administrative, technological, and social change, employee performance has become one of the most important indicators of organizational success (Larasandi & Satrya, 2025; Prawira & Assa, 2025). Employee performance refers to the ability of individuals within an organization to carry out tasks, responsibilities, and work targets in accordance with organizational expectations (Nugroho et al., 2025; Parmenas, 2022). Employee performance can also be understood as a set of behaviors demonstrated by employees in carrying out their work, which

are relevant to achieving organizational goals (Hasibuan, 2015). Therefore, high employee performance is not only determined by technical ability, but also by psychological, organizational, and environmental factors that support employees in completing their duties effectively.

Employee performance is greatly influenced by several internal and external factors, including job satisfaction, work environment, and work motivation. Job satisfaction is one of the important factors that can encourage employees to work optimally. According to Indrasari (2017), job satisfaction is a pleasant emotional state that arises from employees' assessment of their work. This satisfaction can be reflected in morale, work discipline, loyalty, and employee achievement. Employees who feel satisfied with their work are more likely to demonstrate positive attitudes, maintain good relationships with colleagues, and show greater responsibility in completing their duties. In contrast, employees who experience low job satisfaction may show decreased enthusiasm, reduced productivity, and a higher tendency to leave the organization (Nuraeni et al., 2022; Satria, 2021). Previous studies have also shown that job satisfaction has a significant positive effect on employee performance (Dirwan et al., 2024; Udin, 2023).

In addition to job satisfaction, the work environment is also an important factor in supporting employee performance. The work environment refers to everything around employees that can influence them in carrying out their duties and responsibilities. Indrasari et al. (2018) and Inuwa (2016) stated that the work environment includes all conditions surrounding workers that can affect how they perform their work. A comfortable, safe, and supportive work environment can help employees feel more focused, productive, and motivated (Sedarmayanti, 2016; Widyanarko & Sukei, 2020). Facilities, workspace conditions, communication patterns, relationships among employees, and support from leaders are important elements that shape the work environment (Algarni & Alemeri, 2023). When the work environment is adequate, employees tend to feel safer and more comfortable in completing their tasks. Conversely, an unfavorable work environment can create pressure, reduce concentration, and hinder the achievement of work target (Shahriari et al., 2023; Yunus et al., 2018).

Work motivation is another key factor that influences employee performance. Fridan and Maamari (2024) and Sirait et al. (2022) define motivation as a desire within a person that encourages them to engage in certain activities. Motivation is often interpreted as a driving force behind individual behavior. Every activity carried out by employees is generally based on certain needs, expectations, or goals that encourage them to act (Mufida et al., 2025; Shahzad et al., 2023). Employees with high motivation tend to have stronger enthusiasm, responsibility, and commitment to achieving organizational goals. Motivation can arise from internal factors, such as personal achievement, responsibility, and self-development, as well as external factors, such as rewards, recognition, leadership support, and career opportunities (Rizqi & Sakinah, 2021; Wardhani & Uilly, 2021). Therefore, work motivation plays an important role in encouraging employees to improve their performance (Iskamto, 2023; Zhang et al., 2023).

This study was conducted in Magersari District, Mojokerto City, where employee performance is an important concern in supporting public service delivery. As a government institution, Magersari District is required to provide effective, efficient, and responsive services to the community. However, several problems related to the work environment and work motivation were found to affect employee satisfaction and performance. One of the main problems faced by employees in Magersari District is the limited number of personnel. Based on the organizational structure, the number of employees is only 53 people, while the workload and responsibilities that must be completed by each field or bureau are relatively high. This condition creates work pressure and increases the burden on employees in achieving expected work targets.

The limited number of personnel can also affect the work environment because employees must complete various administrative and service tasks within limited time and resources. If this condition is not managed properly, it may reduce employee comfort, decrease motivation, and affect job satisfaction. Employees

who face a high workload without adequate support may experience fatigue, stress, and reduced work effectiveness. Therefore, the institution needs an appropriate human resource management strategy to overcome these problems. Improving the work environment, strengthening employee motivation, and increasing job satisfaction are expected to help improve employee performance in Magersari District, Mojokerto City.

Based on these conditions, this study is important to examine the effect of work environment and work motivation on employee performance, with job satisfaction as an intervening variable. Job satisfaction is positioned as an intervening variable because employees who have a supportive work environment and strong motivation are expected to feel more satisfied with their work, which in turn can improve their performance. Thus, this study is expected to provide a better understanding of how work environment and motivation contribute to employee performance through job satisfaction, particularly in the context of public sector employees in Magersari District, Mojokerto City.

## 2. Literature Review & Hypothesis Development

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### 2.1 Work Environment

The work environment is everything around the worker that can influence them in carrying out the assigned tasks (Rojak et al., 2024). The work environment indicators according to Alkhodary (2023) are as follows:

1. **Employee Relations** is the employee's perception of a harmonious relationship with coworkers.
2. **Work atmosphere** is the employee's perception of a comfortable work environment, including lighting and work safety.
3. **Work facilities** refer to the employee's perception of the equipment used to support smooth work that is complete and up-to-date.
4. **Job security** is the employee's perception of a sense of security that can create peace and comfort, thus providing encouragement to work.

### 2.2 Work Motivation

According to Maslow's theory, every individual has needs from the lowest to the highest, also called the "hierarchy of needs" theory. According to this theory, employees will direct all their strength and potential to meet the needs that must be met before the next level of needs becomes important. The dimensions of motivation according to Nugroho et al. (2025) are as follows:

1. Physiological Needs.
2. Safety Needs.
3. Social Needs.
4. Esteem Needs.
5. Self-Actualization Needs.

### 2.3 Performance

Employee performance referred to in this study is work achievement or work results, both in quality and quantity, achieved by employees of Magersari District, Mojokerto City, within a certain period of time in carrying out their work duties in accordance with the responsibilities given to them. This is in accordance with Suganda (2025) regarding employee performance.

The employee performance indicators used in this study are indicators according to Sjarifudin et al.

(2025) and WA et al. (2025), namely:

1. Quality of work.
2. Quantity of work.
3. Punctuality.

### 2.4 Job Satisfaction

According to Sanjaya et al. (2024) and Syafrizal et al. (2024), job satisfaction is a person’s general attitude towards their work and the difference between the amount of income an employee receives and the amount they believe they should receive.

According to Afandi2018<empty citation>, the job satisfaction indicators are as follows:

1. The Job Itself.
2. Wages.
3. Promotions.
4. Supervisors.
5. Co-workers.

### 2.5 Conceptual Framework

This conceptual framework is useful for identifying the relationships between independent (X), dependent (Y), and intervening (Z) variables. The independent variables (X) of the study are the work environment (X1) and work motivation (X2) of the employees. The dependent variable (Y) is employee performance, and the intervening variable (Z) is job satisfaction.

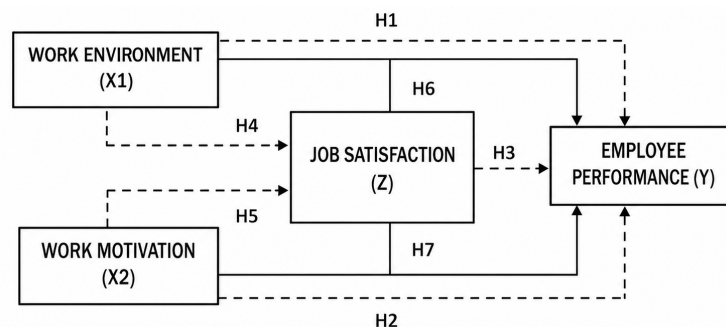


Figure 3.2  
Conceptual Framework

Information:    ----- Direct Relationship  
                  ———— Indirect Relationship

Figure 1. Conceptual Framework

Based on Figure 2, the conceptual framework shows the relationship between work environment (X1), work motivation (X2), job satisfaction (Z), and employee performance (Y). Work environment and work motivation are positioned as independent variables that directly influence employee performance and indirectly influence employee performance through job satisfaction. Job satisfaction acts as an intervening variable that connects work environment and work motivation with employee performance. Therefore,

this framework explains that a good work environment and strong work motivation are expected to increase job satisfaction, which in turn can improve employee performance

## **2.6 Hypothesis Development**

The research hypothesis is as follows:

1.  $H_1$ : Work Environment has a significant effect on Employee Performance.
2.  $H_2$ : Work Motivation has a significant effect on Employee Performance.
3.  $H_3$ : Job Satisfaction has a significant effect on Employee Performance.
4.  $H_4$ : Work Environment has a significant effect on Employee Job Satisfaction.
5.  $H_5$ : Work Motivation has a significant effect on Employee Job Satisfaction.
6.  $H_6$ : Work Environment has a significant effect on Employee Performance with Job Satisfaction as an Intervening variable.
7.  $H_7$ : Work Motivation has a significant effect on Employee Performance with Job Satisfaction as an Intervening variable.

## **3. Methodology**

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**Identification of Variables and Their Measurement** The research variables include four variables, including independent, dependent, and intervening variables. According to [Indra et al. \(2024\)](#), the Independent Variable is a variable whose variation affects other variables. The dependent variable is a variable that influences or is the result of the independent variable. According to [Ghozali \(2006\)](#), the intervening variable is an intervening/intermediate variable that lies between the independent variable and the dependent variable, so that the independent variable does not directly affect the change or emergence of the dependent variable. The variables in this study were as follows:

1. The independent variables were the work environment and work motivation.
2. The dependent variable in this study is employee performance.
3. The intervening variable in this study is job satisfaction.

### **3.1 Population and Sample**

The population of this study consisted of 53 employees of the Tenant District, Mojokerto City. The sampling technique used was either saturated or census sampling. Saturated or census sampling is a sampling technique in which all members of the population are used as samples. Therefore, the number of samples in this study was 53 respondents from the Magersari District Employees, Mojokerto City.

### **3.2 Data Types and Sources**

This study used quantitative data. Quantitative data are data or information obtained in the form of numbers. In this form, quantitative data can be processed using mathematical formulas or analyzed using a statistical system. The source of the research data is primary data. Primary data were obtained by distributing questionnaires to respondents, namely, ASN Bappedalitbang Mojokerto City Employees.

### **3.3 Data Collection Technique**

Data were collected through interviews and questionnaires. This study used a Likert scale to measure the results of the questionnaire.

### 3.4 Analysis Method

The Partial Least Squares (PLS) method was used for data analysis. PLS is a new analytical technique pioneered by Herman Wold and is commonly referred to as US soft modeling. With PLS, structural equations with relatively small sample sizes can be modeled, and multivariate normal assumptions are not required. The measurement model was used to test the validity and reliability of the measuring instruments, and the structural model was used to test causal relationships. PLS path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis.

## 4. Results and Discussion

### 4.1 Results

#### 4.1.1 Inner Model Evaluation

Inner model or structural model testing was conducted to determine the relationship between constructs, significance values, and R-squares of the research model. The structural model was evaluated using R-squared for dependent constructs and the Stone-Geisser Q-squared test for predictive relevance. If the R-squared value is greater than 0.2, it can be interpreted that the latent predictor has a large influence on the structural level. According to Sari et al. (2024) and Sismiati et al. (2025), an R-Square a value of more than 0.67 identifies a good model, an R-Square value of more than 0.33 indicates a moderate model, an R-Square value of more than 0.19 indicates a weak model. The following are the results of the R-squared calculation:

Table 1. R-Square Calculation Results

	R Square	R Square Adjusted
Job Satisfaction	0.648	0.671
Employee Performance	0.801	0.789

Based on Table 1, the Employee Performance Variable (Y) is influenced by the Work Environment (X1), Work Motivation (X2), and Job Satisfaction (Z) by 0.789 or 78.9% (strong). The remaining factors were influenced by others and were not studied further. The Job Satisfaction Variable (Z) is influenced by the Work Environment (X1) and Work Motivation (X2) by 0.671 or 67.1% (strong). The remaining factors were influenced by others and were not studied further.

#### 4.1.2 Hypothesis Testing

The results of hypothesis testing are carried out by looking at the p-value and comparing the calculated t-value with the t-table value. If the calculated t-value is greater than the t-table and has a p-value below 0.05, then the relationship between the variables is significant and can be analyzed further. With 35 data points, the t-table value ( $\alpha = 5\%$ ) is 2,030. The results of the hypothesis testing are presented in the following table:

Table 2. Hypothesis Testing Results

H	Influence	Path	Coef	T Count	P Values	Note
H <sub>1</sub>	Work Environment	Employee Performance	-0.161	1.437	0.151	Not Significant
H <sub>2</sub>	Work Motivation	Employee Performance	0.134	1.507	0.133	Not Significant
H <sub>3</sub>	Job Satisfaction	Employee Performance	0.936	8.289	0.000	Significant
H <sub>4</sub>	Work Environment	Job Satisfaction	0.682	10.019	0.000	Significant
H <sub>5</sub>	Work Motivation	Job Satisfaction	0.240	2.363	0.019	Significant
H <sub>6</sub>	Work Environment through Job Satisfaction	Employee Performance	0.638	5.694	0.000	Significant
H <sub>7</sub>	Work Motivation through Job Satisfaction	Employee Performance	0.225	2.435	0.015	Significant

Based on Table 2, the hypothesis testing results show that not all proposed relationships are statistically significant. Work Environment and Work Motivation do not have a significant direct effect on Employee Performance, as indicated by their p-values of 0.151 and 0.133, respectively, which are greater than 0.05. Meanwhile, Job Satisfaction has a positive and significant effect on Employee Performance, with a coefficient of 0.936, T count of 8.289, and p-value of 0.000. Furthermore, Work Environment and Work Motivation significantly affect Job Satisfaction, with p-values of 0.000 and 0.019. The indirect effects also show significant results, where Work Environment through Job Satisfaction has a significant effect on Employee Performance, and Work Motivation through Job Satisfaction also significantly affects Employee Performance. These findings indicate that Job Satisfaction plays an important mediating role in strengthening the influence of Work Environment and Work Motivation on Employee Performance.

Based on the table, it can be seen that of the seven paths, there are seven paths that show a significant influence.

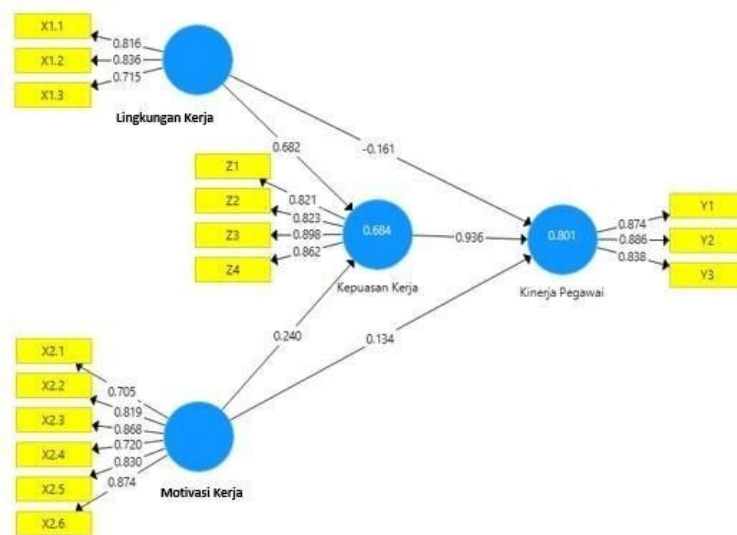


Figure 2. Conceptual Framework

Based on Figure 2, Job Satisfaction has the strongest effect on Employee Performance with a coefficient of 0.936. Work Environment and Work Motivation also affect Job Satisfaction, with coefficients of 0.682 and 0.240. Overall, Job Satisfaction plays an important role as an intervening variable between Work Environment, Work Motivation, and Employee Performance.

#### 4.2 Discussion

The results show that the work environment has a negative and insignificant influence on employee performance, with a *t*-count lower than the *t*-table value ( $1.437 < 1.996$ ) and a path coefficient of  $-0.161$ . This indicates that an increase in the work environment variable tends to decrease employee performance, although the effect is not statistically significant. Work motivation has a positive but insignificant influence on employee performance, with a *t*-count of  $1.507 < 1.996$  and a path coefficient of 0.134, indicating that higher work motivation tends to increase employee performance, but the effect is not significant. Meanwhile, job satisfaction has a positive and significant influence on employee performance, with a *t*-count of  $8.289 > 1.996$  and a path coefficient of 0.936, meaning that higher job satisfaction can significantly improve employee performance. Furthermore, the work environment has a positive and significant influence on job satisfaction, with a *t*-count of  $10.019 > 1.996$  and a path coefficient of 0.682, while work motivation also has a positive and significant influence on job satisfaction, with a *t*-count

of  $2.363 > 1.996$  and a path coefficient of 0.240. In addition, the indirect effects show that the work environment through job satisfaction has a positive and significant influence on employee performance, with a  $t$ -count of  $5.694 > 1.996$  and a path coefficient of 0.638. Similarly, work motivation through job satisfaction has a positive and significant influence on employee performance, with a  $t$ -count of  $2.435 > 1.996$  and a path coefficient of 0.225.

## **5. Conclusions**

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Workload has a negative and insignificant influence on Employee Performance, while Work Motivation has a positive but insignificant influence on Employee Performance. Meanwhile, Job Satisfaction has a positive and significant influence on Employee Performance. Furthermore, Workload and Work Motivation both have a positive and significant influence on Job Satisfaction. The indirect effects also show that Workload through Job Satisfaction has a positive and significant influence on Employee Performance, and Work Motivation through Job Satisfaction also has a positive and significant influence on Employee Performance.

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## **Author Contributions**

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TJP contributed to conceptualization, methodology, data collection, formal analysis, and writing of the original draft. BPR was responsible for supervision, validation, data interpretation, manuscript review, editing, and final approval of the article.

## **Conflicts of Interest**

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The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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