



Human Resource Management and Work Environment Effects on Employee Performance at BappedaLitbang Mojokerto

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Received: 22 March 2024 | Revised: 26 April 2024 | Published: 28 May 2024

Abstract

Purpose: This study aims to analyze the influence of human resource management and work environment on employee performance through job satisfaction as an intervening variable at the Development Planning Research and Development Agency (BappedaLitbang) of Mojokerto City.

Research Methodology: This study employed a quantitative research approach with a cross-sectional design. The research population consisted of 65 employees, and census sampling was applied, in which all members of the population were selected as respondents. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

Results: The findings indicate that human resource management has a positive but insignificant effect on employee performance, while the work environment has a positive and significant effect. Human resource management does not significantly affect job satisfaction, whereas the work environment significantly improves job satisfaction. Furthermore, job satisfaction has a positive but insignificant effect on employee performance. The mediation analysis shows that job satisfaction does not significantly mediate the relationship between human resource management and work environment on employee performance.

Conclusions: The work environment is a key factor in improving employee performance and job satisfaction. Strengthening workplace conditions should be prioritized to support organizational effectiveness.

Limitations: This study is limited to a single government institution with a relatively small sample size, which may restrict the generalizability of the findings.

Contributions: This study contributes empirical evidence regarding the role of human resource management and work environment in enhancing employee performance within the public sector and provides practical insights for improving organizational management strategies.

Keywords: *Employee Performance, Human Resource Management, Job Satisfaction, Work Environment*

How to Cite: Supriyanto, & Pinaraswati, S. O. (2024). Human Resource Management and Work Environment Effects on Employee Performance at BappedaLitbang Mojokerto. *Jurnal Teknik dan Informatika (JTI)*, 4(1), 41-52.

1. Introduction

The Development Planning, Research, and Development Agency (*Badan Perencanaan Pembangunan Daerah, Penelitian, dan Pengembangan/BappedaLitbang*) of Mojokerto City plays a strategic role in

supporting regional development through comprehensive planning, research activities, and evidence-based policy formulation. As a government institution responsible for preparing medium- and long-term development strategies, BappedaLitbang serves as a central organization in identifying regional potentials, analyzing development challenges, and providing recommendations for effective decision-making. The success of this institution in achieving its objectives is highly dependent on the quality of its human resources, particularly employee performance, which determines the effectiveness and efficiency of organizational activities ([Akdere & Egan, 2020](#)).

Employee performance is an important indicator of organizational success because it reflects the ability of employees to complete assigned tasks, achieve predetermined targets, and contribute to institutional goals. In the public sector, improving employee performance is increasingly important due to the demand for more accountable, transparent, and responsive government services ([Koopmans, Bernaards, Hildebrandt, de Vet, & van der Beek, 2017](#); [Knies, Boselie, Gould-Williams, & Vandenabeele, 2018](#)). Employees are expected not only to complete administrative responsibilities but also to demonstrate professionalism, responsibility, and adaptability in responding to increasingly complex development challenges ([Park & Park, 2021](#)). Therefore, organizations need to implement effective management strategies to improve employee capabilities and maintain sustainable performance.

One of the factors that influences employee performance is human resource management (HRM). Human resource management involves various organizational processes, including recruitment, employee development, performance evaluation, compensation management, and maintaining positive employment relationships ([Ahammad, 2017](#)). According to [Ahammad \(2017\)](#), HRM is a process of acquiring, training, evaluating, compensating, and managing employee relationships, including aspects related to health, safety, and fairness in the workplace. Effective HRM practices enable organizations to place employees according to their competencies, improve skills through training programs, and create performance evaluation systems that encourage continuous improvement ([Moustaghfir & Benouarek, 2020](#)).

However, the implementation of human resource management at BappedaLitbang Mojokerto City still faces several challenges. Some employees experience limitations in improving work quality due to differences in educational backgrounds and competency levels ([Jackson & Wilton, 2017](#)). In addition, delays in completing assigned tasks, accumulation of unfinished work, and unclear responsibility among employees indicate that HRM practices require further improvement. These conditions may negatively affect employee productivity and organizational effectiveness if not addressed through appropriate management strategies.

Apart from human resource management, the work environment is another important factor affecting employee performance. A supportive work environment can create comfort, motivation, and positive psychological conditions that encourage employees to perform better. The work environment includes physical conditions, workplace atmosphere, communication patterns, and relationships among employees ([Kegel, 2017](#)). A conducive environment allows employees to focus on their responsibilities, reduces workplace stress, and increases enthusiasm in completing tasks. Conversely, an unfavorable work environment may reduce employee motivation and hinder optimal performance ([Lesener, Gusy, & Wolter, 2019](#); [Bakker, & Demerouti, 2017](#)).

Job satisfaction is also considered an important factor in explaining employee performance. Employees who experience satisfaction in their work tend to show higher commitment, stronger motivation, and greater willingness to contribute to organizational goals. Job satisfaction reflects employees' perceptions regarding their work conditions, organizational support, relationships with colleagues, and recognition received from the institution. Therefore, job satisfaction may serve as an intervening mechanism that explains how HRM and work environment influence employee performance ([Pentury & Usmany, 2023](#)).

Previous studies have examined the relationship between HRM, work environment, job satisfaction, and employee performance; however, empirical findings remain inconsistent. Several studies have

demonstrated that HRM practices and a supportive work environment significantly improve employee performance, while others have found that these relationships are influenced by contextual factors such as organizational characteristics, employee conditions, and institutional settings. Furthermore, the role of job satisfaction as a mediating variable requires further investigation, particularly within public sector organizations where employee performance is closely related to institutional effectiveness and public service quality ([Alfes, Shantz, Truss, & Soane, 2016](#); [Guerci, Radaelli, Siletti, Cirella, & Shani, 2022](#); [Huntsman, Greer, Murphy, and Li \(2023\)](#)).

Based on these considerations, this study aims to analyze the influence of human resource management and work environment on employee performance through job satisfaction as an intervening variable at the Development Planning, Research, and Development Agency of Mojokerto City. This research is expected to provide theoretical contributions by expanding understanding of employee performance determinants in public organizations and practical contributions by providing recommendations for improving human resource management strategies and creating a supportive work environment to enhance employee effectiveness.

2. Literature Review and Hypothesis/es Development

2.1 Human Resource Management and Employee Performance

Human Resource Management (HRM) represents a strategic approach that focuses on managing employees through planning, recruitment, development, performance evaluation, and maintaining effective organizational relationships. HRM is not only concerned with administrative activities but also plays an important role in developing employee competencies, improving motivation, and creating systems that encourage employees to achieve organizational goals ([Bos-Nehles, & Meijerink, 2018](#); [Obrenovic, Jianguo, Khudaykulov, & Khan, 2020](#)). In public sector organizations, effective HRM practices are essential because employee performance directly influences institutional effectiveness and the quality of public services ([Knies, Boselie, Gould-Williams, & Vandenabeele, 2018](#)). Recent studies indicate that HRM practices, including training, performance management, employee engagement, and reward systems, contribute significantly to improving employee outcomes in public organizations ([Huntsman, Greer, Murphy, & Li, 2023](#)).

Employee performance refers to the extent to which employees successfully complete assigned responsibilities based on organizational standards. High-performing employees demonstrate productivity, responsibility, work quality, and the ability to achieve predetermined targets ([Koopmans, Bernaards, Hildebrandt, de Vet, & van der Beek, 2017](#)). From the perspective of the Ability–Motivation–Opportunity (AMO) framework, HRM practices improve performance by enhancing employee abilities through training, increasing motivation through appropriate recognition and rewards, and providing opportunities for employees to contribute effectively ([Obaid, Ahmad, & Mumtaz, 2022](#)). Therefore, organizations with effective HRM systems are expected to have employees with higher performance levels. In government institutions such as BappedaLitbang, HRM becomes increasingly important because employees are responsible for supporting planning, research, and policy development processes ([Bombiak & Marciniuk-Kluska, 2019](#)). Proper employee placement, competency development, and performance evaluation mechanisms can improve employee effectiveness in completing organizational tasks ([Huntsman et al., 2023](#)). Based on this perspective, HRM is expected to have a positive relationship with employee performance.

2.2 Work Environment and Employee Performance

The work environment is an important organizational factor that influences employee attitudes and behaviors. The work environment includes physical conditions, workplace facilities, interpersonal relationships, communication patterns, and organizational support that employees experience during their work activities. A supportive work environment enables employees to perform their duties effectively by creating comfort, reducing work-related stress, and increasing work motivation ([Bauwens, Audenaert, Huisman, & Decramer, 2019](#)).

According to the Job Demands–Resources (JD-R) perspective, workplace resources such as organizational support, positive relationships, and adequate facilities can reduce job demands and encourage better employee performance. A conducive work environment provides employees with the necessary resources to complete their tasks effectively. Research in public sector organizations has demonstrated that work environment conditions significantly influence employee performance because employees are more likely to show higher productivity when they perceive their workplace as supportive and comfortable ([Bakker & Demerouti, 2017](#)).

In the context of government organizations, a positive work environment is essential because employees often face complex administrative responsibilities and public service demands. A comfortable and collaborative workplace can strengthen employee commitment and improve task completion. Therefore, the work environment is expected to positively influence employee performance ([Lesener, Gussy, & Wolter, 2019](#)).

2.3 Human Resource Management and Job Satisfaction

Job satisfaction represents employees' positive feelings and evaluations regarding their work, including satisfaction with organizational policies, working conditions, relationships with colleagues, and opportunities for development. Employees who experience satisfaction are more likely to demonstrate positive attitudes, organizational commitment, and willingness to contribute to organizational objectives ([Veth, Korzilius, Emans, & De, 2019](#)).

HRM practices are closely associated with employee job satisfaction because organizational policies regarding training, career development, performance appraisal, and rewards influence how employees perceive organizational support. Effective HRM practices can increase employees' sense of fairness, recognition, and professional growth, which ultimately contributes to higher job satisfaction. Studies in public sector settings have shown that HRM practices are related to employee satisfaction, although the strength of this relationship may vary depending on organizational context and employee expectations ([Knies, Boselie, Gould-Williams, & Vandenabeele, 2018](#)).

However, job satisfaction is a multidimensional construct influenced by various internal and external factors. Therefore, HRM practices alone may not always be sufficient to determine employee satisfaction. Leadership style, organizational culture, workload, and workplace relationships may also influence employees' perceptions of their jobs ([Bakker & Demerouti, 2017](#)).

2.4 Work Environment and Job Satisfaction

The relationship between work environment and job satisfaction has received considerable attention in organizational behavior studies. A positive work environment can increase employees' satisfaction by creating feelings of comfort, security, and appreciation. Employees who work in supportive environments tend to develop stronger positive perceptions toward their jobs ([Zhenjing, Chupradit, Ku, Nassani, & Haffar, 2022](#)).

A favorable work environment provides employees with adequate resources, effective communication, and supportive relationships that enhance their psychological well-being. Previous studies have found that work environment conditions significantly influence job satisfaction because employees evaluate their work experiences based on the level of support and comfort provided by their organizations ([Zhang, 2023](#)).

For public sector employees, workplace conditions are particularly important because organizational effectiveness depends heavily on employee cooperation and commitment. Therefore, improving workplace conditions can become an effective strategy for increasing employee satisfaction ([Raziq & Maulabakhsh, 2015](#)).

2.5 Job Satisfaction and Employee Performance

Job satisfaction has traditionally been considered an important factor affecting employee performance. Employees who are satisfied with their jobs are expected to demonstrate greater motivation,

commitment, and willingness to achieve organizational objectives. Satisfaction may encourage employees to invest more effort in completing tasks and maintaining high-quality performance @elre.

Nevertheless, empirical findings regarding the relationship between job satisfaction and performance remain inconsistent. Some studies suggest that satisfied employees tend to perform better, while others indicate that satisfaction does not always directly translate into improved performance because performance is also influenced by competence, organizational systems, workload, and external factors. Research in public sector organizations highlights that employee performance is a complex outcome influenced by multiple organizational and individual factors ([Zhang, 2023](#)). Therefore, examining job satisfaction as a determinant of employee performance remains important, particularly in government institutions where performance is influenced by both organizational and psychological factors.

2.6 Job Satisfaction as an Intervening Variable

Job satisfaction can function as a mediating mechanism that explains how organizational factors influence employee performance. Theoretically, HRM practices and work environment conditions may improve employee performance by increasing positive employee experiences and satisfaction with their work. When employees perceive organizational support and favorable workplace conditions, they are more likely to develop higher satisfaction, which may encourage better performance ([Elrehail, Harazneh, Abuhjeeleh, Alzghoul, Alnajdawi, & Ibrahim, 2020](#)).

However, the mediating role of job satisfaction remains context-dependent. Some studies have found that job satisfaction significantly mediates the relationship between organizational factors and performance, while other studies indicate that direct relationships are stronger than indirect effects. These differences suggest that organizational context, employee characteristics, and institutional systems influence the effectiveness of job satisfaction as a mediator ([Singh, Chierici, & Graziano, 2021](#); [Obrenovic, Jianguo, Khudaykulov, & Khan, 2020](#)). Based on the reviewed literature, this study examines whether human resource management and work environment influence employee performance directly and indirectly through job satisfaction at BappedaLitbang Mojokerto City. This approach contributes to a better understanding of employee performance determinants within public sector organizations.

3. Research Methodology

This study used a quantitative research design. This research was an observational study conducted on a number of objects according to their actual conditions, without any intervention or manipulation from the researcher. The quantitative approach was selected because this study aims to examine the relationships between variables through numerical data measurement and statistical analysis ([Sugiyono, 2022](#)). Specifically, this research analyzed the influence of human resource management and work environment on employee performance through job satisfaction as an intervening variable at the Development Planning, Research and Development Agency (BappedaLitbang) of Mojokerto City.

This study used a cross-sectional method, in which data collection was conducted at one specific period to describe the conditions and perceptions of respondents regarding the variables examined. The cross-sectional approach was considered appropriate because the research aimed to identify the relationships between human resource management practices, work environment conditions, job satisfaction, and employee performance based on the current organizational situation ([Setia, 2016](#)).

The population of this study consisted of 65 employees at the Development Planning, Research and Development Agency of Mojokerto City. The census sampling technique was applied, meaning that all members of the population were included as research respondents. The use of census sampling was considered appropriate because the population size was relatively limited, allowing the researcher to obtain comprehensive information from all employees without selecting a smaller sample ([Etikan, Musa, & Alkassim, 2016](#)).

Data were collected using a structured questionnaire distributed to all respondents. The questionnaire was designed based on indicators representing each research variable, including human resource management, work environment, job satisfaction, and employee performance. Respondents provided their perceptions through a Likert scale measurement, allowing the collected data to be analyzed quantitatively ([Joshi, Kale, Chandel, & Pal, 2015](#)).

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis consisted of two stages: the measurement model evaluation and the structural model evaluation. The measurement model was assessed through validity and reliability testing to ensure that each indicator accurately represented its respective construct. Validity testing was conducted by examining indicator loading values and Average Variance Extracted (AVE), while reliability was evaluated using Cronbach's Alpha, rho_A, and Composite Reliability values ([Hair et al., 2022](#)).

4. Results and Discussions

4.1 Results

Table 1. Construct Reliability and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.888	0.890	0.918	0.690
Employee Performance	0.894	0.903	0.924	0.710
Work Environment	0.908	0.909	0.931	0.731
Human Resource Management	0.915	0.921	0.936	0.746

Table 1 presents the results of construct reliability and validity testing for all research variables. The results indicate that all constructs, including job satisfaction, employee performance, work environment, and human resource management, have met the required reliability and validity criteria. The Cronbach's Alpha and rho_A values for all constructs are above the recommended threshold of 0.70, indicating good internal consistency reliability. Furthermore, the Composite Reliability values exceed 0.70, confirming that all measurement constructs have adequate reliability. The Average Variance Extracted (AVE) values for each construct are also above 0.50, demonstrating sufficient convergent validity. Therefore, all indicators used in this study are considered reliable and valid for measuring the respective constructs and can be further analyzed in the structural model evaluation.

Table 2. Path Coefficients

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Job Satisfaction → Employee Performance	0.246	0.297	0.170	1.448	0.148
Work Environment → Job Satisfaction	0.714	0.718	0.124	5.768	0.000
Work Environment → Employee Performance	0.465	0.430	0.170	2.737	0.006
Human Resource Management → Job Satisfaction	0.251	0.242	0.133	1.882	0.060

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Human Resource Management → Employee Performance	0.314	0.292	0.115	2.725	0.007

Table 2 presents the results of hypothesis testing through the structural model analysis using path coefficients. The analysis shows that human resource management has a positive but insignificant effect on employee performance, with a path coefficient of 0.314, t-statistic of 2.725, and p-value of 0.007. This indicates that improvements in human resource management are associated with increased employee performance; however, the organizational context and employee conditions may influence the strength of this relationship.

Furthermore, the work environment has a positive and significant effect on employee performance, as indicated by a path coefficient of 0.465, t-statistic of 2.737, and p-value of 0.006. This finding demonstrates that a supportive work environment contributes significantly to improving employee performance. The work environment also has a positive and significant effect on job satisfaction, with a path coefficient of 0.714, t-statistic of 5.768, and p-value of 0.000, indicating that better workplace conditions enhance employees' satisfaction with their jobs.

Meanwhile, human resource management has a positive but insignificant effect on job satisfaction, with a path coefficient of 0.251, t-statistic of 1.882, and p-value of 0.060. In addition, job satisfaction has a positive but insignificant effect on employee performance, with a path coefficient of 0.246, t-statistic of 1.448, and p-value of 0.148. These findings indicate that although job satisfaction and human resource management show positive relationships with employee performance, the effects are not statistically significant in this research context. Overall, the results confirm that the work environment represents the strongest factor influencing employee satisfaction and performance among employees at BappedaLitbang Mojokerto City.

Table 3. Specific Indirect Effects

Indirect Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Work Environment → Job Satisfaction → Employee Performance	0.176	0.217	0.141	1.252	0.211
Human Resource Management → Job Satisfaction → Employee Performance	0.062	0.071	0.054	1.146	0.252

Table 3 presents the results of the mediation analysis examining the indirect effects of human resource management and work environment on employee performance through job satisfaction as an intervening variable. The results show that the indirect effect of the work environment on employee performance through job satisfaction has an original sample value of 0.176, t-statistic of 1.252, and p-value of 0.211. Since the p-value is greater than 0.05, job satisfaction does not significantly mediate the relationship between work environment and employee performance. This indicates that although the work environment positively influences employee performance, the effect occurs directly rather than through increased job satisfaction.

Furthermore, the indirect effect of human resource management on employee performance through job satisfaction produces an original sample value of 0.062, t-statistic of 1.146, and p-value of 0.252. The statistical results indicate that job satisfaction does not significantly mediate the relationship between human resource management and employee performance. Therefore, improvements in

human resource management may contribute directly to employee performance, but the role of job satisfaction as an intermediary mechanism is not statistically supported in this study.

Overall, the mediation analysis confirms that job satisfaction does not function as an intervening variable between the independent variables (human resource management and work environment) and employee performance. These findings suggest that other factors beyond job satisfaction may explain how organizational practices influence employee performance within the BappedaLitbang Mojokerto City context.

4.2 Discussion

The results of this study provide empirical evidence regarding the relationship between human resource management, work environment, job satisfaction, and employee performance at the Development Planning, Research and Development Agency (BappedaLitbang) of Mojokerto City. The findings demonstrate that organizational factors, particularly human resource management and work environment, play an important role in influencing employee performance, while job satisfaction does not significantly function as an intervening mechanism.

The analysis shows that human resource management has a positive and significant effect on employee performance, with a path coefficient of 0.314, t-statistic of 2.725, and p-value of 0.007 (<0.05). This finding indicates that effective human resource management practices contribute to improving employee performance. Human resource management activities, including competency development, performance evaluation, employee placement, and managerial support, can encourage employees to perform their duties more effectively. In the context of BappedaLitbang Mojokerto City, improvements in HRM practices are important because differences in employee competencies, delays in task completion, and overlapping responsibilities may affect organizational effectiveness. Therefore, strengthening HRM strategies can support employees in achieving better work outcomes.

Furthermore, the work environment was found to have a positive and significant effect on employee performance, with a path coefficient of 0.465, t-statistic of 2.737, and p-value of 0.006 (<0.05). This result confirms that a supportive work environment contributes significantly to improving employee performance. A comfortable workplace atmosphere, good communication among employees, supportive organizational relationships, and appropriate working facilities can encourage employees to complete their responsibilities more effectively. These findings emphasize that creating a conducive work environment is essential for public sector organizations to improve employee productivity and service quality.

The results also indicate that human resource management has a positive but insignificant effect on job satisfaction, with a path coefficient of 0.251, t-statistic of 1.882, and p-value of 0.060 (>0.05). Although effective HRM practices may increase employees' positive perceptions toward their work, the influence is not statistically sufficient to explain variations in job satisfaction. This suggests that employee satisfaction may also be influenced by other factors, such as leadership, organizational culture, workload, career opportunities, and personal expectations. Therefore, HRM implementation should consider not only administrative aspects but also employees' psychological and motivational needs.

In contrast, the work environment has a positive and significant effect on job satisfaction, with a path coefficient of 0.714, t-statistic of 5.768, and p-value of 0.000 (<0.05). This finding indicates that the work environment represents an important factor in shaping employees' satisfaction with their jobs. Employees who experience a comfortable and supportive workplace are more likely to develop positive feelings toward their roles and responsibilities. The strong influence of the work environment on job satisfaction suggests that organizational efforts to improve workplace conditions can directly enhance employee satisfaction.

Meanwhile, job satisfaction was found to have a positive but insignificant effect on employee performance, with a path coefficient of 0.246, t-statistic of 1.448, and p-value of 0.148 (>0.05). This finding indicates that employee satisfaction alone does not guarantee a significant improvement in

performance. Although satisfied employees may demonstrate positive attitudes and commitment, performance achievement may also depend on other factors, including competency, organizational systems, workload management, and performance monitoring mechanisms. Therefore, improving employee performance requires a comprehensive approach beyond increasing job satisfaction.

The mediation analysis further reveals that job satisfaction does not significantly mediate the relationship between the work environment and employee performance. The indirect effect produces a coefficient value of 0.176, t-statistic of 1.252, and p-value of 0.211 (>0.05). This result indicates that the influence of the work environment on employee performance occurs mainly through a direct mechanism rather than through increased job satisfaction. A supportive work environment can directly facilitate employees in completing their tasks without necessarily depending on their level of job satisfaction.

Similarly, job satisfaction does not significantly mediate the relationship between human resource management and employee performance. The indirect effect of human resource management through job satisfaction shows a coefficient value of 0.062, t-statistic of 1.146, and p-value of 0.252 (>0.05). This finding suggests that HRM practices improve employee performance through direct organizational mechanisms rather than through changes in employee satisfaction. Therefore, organizations should focus on strengthening HRM practices that directly support employee capabilities and work effectiveness.

Overall, this study highlights that human resource management and work environment are important determinants of employee performance at BappedaLitbang Mojokerto City. Among the examined variables, the work environment demonstrates the strongest influence on job satisfaction, while both HRM and work environment contribute directly to employee performance. These findings provide practical implications for public organizations to prioritize effective human resource strategies and create supportive working conditions to achieve sustainable performance improvement.

5. Conclusions

The findings of this study indicate that human resource management has a positive but insignificant effect on employee performance at the BappedaLitbang Office of Mojokerto City, with a probability value of 0.007 (<0.05). Furthermore, the work environment has a positive and significant effect on employee performance, with a probability value of 0.006 (<0.05). The results also show that human resource management has a positive but insignificant effect on employee job satisfaction, with a probability value of 0.060 (≥ 0.05), while the work environment has a positive and significant effect on employee job satisfaction, with a probability value of 0.000 (<0.05).

In addition, employee job satisfaction has a positive but insignificant effect on employee performance, with a probability value of 0.148 (≥ 0.05). The mediation analysis reveals that the work environment does not significantly influence employee performance through job satisfaction, with a probability value of 0.211 (≥ 0.05). Similarly, human resource management does not significantly affect employee performance through job satisfaction, with a probability value of 0.252 (≥ 0.05). These findings indicate that job satisfaction does not function as an intervening variable in explaining the relationship between human resource management and work environment with employee performance at the BappedaLitbang Office of Mojokerto City.

Acknowledgement

The authors would like to express their gratitude to the Development Planning, Research and Development Agency (BappedaLitbang) of Mojokerto City for providing the opportunity and support during the research process. The authors also appreciate all employees who participated as respondents and contributed valuable information for this study. Furthermore, the authors acknowledge the support and guidance from colleagues and academic institutions that contributed to the completion of this research.

Author Contributions

S contributed to the conceptualization of the study, research design, data collection, data analysis, interpretation of results, and manuscript preparation. SOP contributed by providing academic guidance, reviewing the research framework, assisting in data interpretation, and critically revising the manuscript. Both authors have read and approved the final version of the manuscript and agreed to be accountable for all aspects of the research.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted independently, and no financial, institutional, or personal relationships influenced the research design, data analysis, interpretation of results, or manuscript preparation.

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