

***THE EFFECT OF MOTIVATION AND WORK ENVIRONMENT ON
PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING
VARIABLE EMPLOYEES OF THE WATER RESOURCES AND PUBLIC WORKS
AGENCY MULYOREJO WORK UNIT SURABAYA CITY***

**PENGARUH MOTIVASI DAN LINGKUNGAN KERJA TERHADAP KINERJA
MELALUI KEPUASAN KERJA SEBAGAI VARIABEL PERANTARA PADA
PEGAWAI BADAN PENYELENGGARAAN SUMBER DAYA AIR DAN
PEKERJAAN UMUM UNIT KERJA MULYOREJO KOTA SURABAYA**

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ABSTRACT

The aim of this research is to examine and analyze the effect of compensation on motivation, the effect of motivation on performance, the effect of motivation and work environment on performance through performance satisfaction as an intervening variable for employees of the Water Resources and Highways Service in the Mulyorejo Rayon Work Unit. This research uses a type of causal research with a quantitative approach. The research location is at the Water Resources and Highways Service Office, Tandes Rayon Work Unit, Jl. Kalidami IX, Mojo Village, Gubeng District, Surabaya, East Java. The population in this study were non-ASN/task force employees of the Water Resources and Highways Service of the Mulyorejo Rayon Work Unit, totaling 112 task forces. The sampling technique used Slovin's opinion, so the number of samples taken was 82 non-ASN/task force employees. Information is collected by submitting a questionnaire. The data analysis method used is SEM (Structural Equation Model) based on Partial Least Square (PLS) with software Smart-PLS 3. The results of the study indicate that work motivation does not affect employee performance. Meanwhile, the work environment has a positive effect on employee performance. Furthermore, work motivation has a positive effect on job satisfaction, while the work environment does not affect job satisfaction. Furthermore, job satisfaction has a positive effect on employee performance. In an indirect relationship, job satisfaction acts as a mediator in the relationship between motivation and employee performance, but does not act as a mediator in the relationship between the work environment and employee performance.

Keywords: Employee Performance, Work Motivation, Work Environmental, Wok Satisfaction.

ABSTRACT

Tujuan penelitian ini adalah untuk mengkaji dan menganalisis pengaruh kompensasi terhadap motivasi, pengaruh motivasi terhadap kinerja, serta pengaruh motivasi dan lingkungan kerja terhadap kinerja melalui kepuasan kinerja sebagai variabel perantara bagi pegawai Dinas Sumber Daya Air dan Jalan Raya di Unit Kerja Rayon Mulyorejo. Penelitian ini menggunakan jenis penelitian kausal dengan pendekatan kuantitatif. Lokasi penelitian berada di Kantor Dinas Sumber Daya Air dan Jalan Raya, Unit Kerja Rayon Tandes, Jl. Kalidami IX, Desa Mojo, Kecamatan Gubeng, Surabaya, Jawa Timur. Populasi dalam penelitian ini adalah pegawai non-ASN/tim tugas Dinas Sumber Daya Air dan Jalan Raya Unit Kerja Rayon Mulyorejo, sebanyak 112 tim tugas. Teknik sampling yang digunakan adalah metode Slovin, sehingga jumlah sampel yang diambil adalah 82 karyawan non-ASN/tim tugas. Informasi dikumpulkan melalui pengisian kuesioner. Metode analisis data yang digunakan adalah SEM (Structural Equation Model) berdasarkan Partial Least Square (PLS) dengan perangkat lunak Smart-PLS 3. Hasil penelitian menunjukkan bahwa motivasi kerja tidak mempengaruhi kinerja karyawan. Sementara itu, lingkungan kerja memiliki pengaruh positif terhadap kinerja karyawan. Selain itu, motivasi kerja memiliki pengaruh positif terhadap kepuasan kerja, sedangkan lingkungan kerja tidak mempengaruhi kepuasan kerja. Selain itu, kepuasan kerja memiliki pengaruh positif terhadap kinerja karyawan. Dalam hubungan tidak langsung, kepuasan kerja bertindak sebagai mediator dalam hubungan antara motivasi dan kinerja karyawan, tetapi tidak bertindak sebagai mediator dalam hubungan antara lingkungan kerja dan kinerja karyawan.

Kata Kunci: Kinerja Karyawan, Motivasi Kerja, Lingkungan Kerja, Kepuasan Kerja.

INTRODUCTION

Human resources (HR) are an integral part of any organization, institution, or agency. Therefore, the progress of an organization, institution, or agency requires the improvement of human resource capacity, which is a key factor in advancement. Concrete and targeted management is one of the benchmarks for human resources to develop well in an environment.

According to Ghazali, (2017), performance is a condition that must be known and communicated to certain parties in order to determine the level of achievement of an organization in relation to its vision and to identify the positive and negative effects of the operational policies implemented. The facts that occur will determine how each factor will influence; some will have a dominant influence, while others will not. Strong motivation determines good or significant employee performance.

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According to Logahan *et al.*, (2012), the work environment encompasses everything that surrounds an employee while they are working, both directly and indirectly, which can affect them and their work. In this context, the work environment is divided into two categories: the physical work environment and the non-physical work environment. The physical work environment includes all physical elements and equipment available. The non-physical work environment includes

all situations related to work relationships, including relationships with supervisors, colleagues, and subordinates.

Employee job satisfaction, which has increased, is influenced by employee motivation, and a good working environment also has a significant impact on employee satisfaction (Hanafi & Yohana, 2017). Increased job satisfaction is influenced by motivation and a supportive work environment

There is a correlation between better employee performance and their strong desire to complete tasks and serve the community well in their workplace. Employee performance will improve in terms of quality, quantity, timeliness, effectiveness, and independence if their work motivation increases (Lie & Siagian, 2018). One of the keys to achieving company goals is to make employees feel comfortable staying there and developing their skills to maximize their potential. With higher job satisfaction, employee performance will improve.

The work environment positively influences employee performance. A proper and supportive work environment can directly influence employee performance (Fahlefi, 2022). In line with job satisfaction, employee performance has a significant impact. The higher the level of employee job satisfaction, the better their performance. Substantially, it can be explained that employee satisfaction with their current job occurs when they feel that their work is very important and meaningful to them. This satisfaction can influence their integrity and is demonstrated by their honesty in adhering to company rules (Hendri, 2019).

Job satisfaction can be used as an intervention variable to determine the relationship between an employee's motivation and work environment and

their performance. It is known that motivation has a significant influence on employee performance through their job satisfaction, and the work environment also has a significant influence on employee performance because job satisfaction functions as a mediator for achieving goals (Hanafi & Yohana, 2017).

The Water Resources and Public Works Agency is part of a government agency whose task is to assist the mayor in carrying out regional government affairs and assistance tasks. The Water Resources and Public Works Agency is at the forefront of health development and plays a significant role in efforts to achieve the seven development goals.

In terms of the performance of employees at the Surabaya City Water Resources and Public Works Agency, this is reflected in its mission to create a work environment that encourages employees to work with strong and consistent discipline. However, there are some employees who have a mindset that only fulfills their job obligations, so that employee performance only focuses on doing the work according to the department they work in.

Several factors that influence job satisfaction also include inter-employee relationships, individuals, external factors, work atmosphere, work environment factors, and compensation factors. One influential factor is the work environment, which includes working hours, type of work, work system and availability, as well as the availability of supporting tools. The work environment can also influence a person's working conditions.

The suboptimal performance levels of employees at the Surabaya City Water Resources and Public Works Agency are a tragedy that tends to be rooted in employee dissatisfaction with several managerial and organizational

aspects within the agency. The job dissatisfaction experienced by employees is largely due to the failure to meet certain needs that staff at the Surabaya City Water Resources and Public Works Department consider to be priorities. In this context, the substantive issue is the obligation to understand and establish the priority scale of employee needs that can be correlated with the characteristics of those employees. Based on the sequence of events described, it can be concluded that job satisfaction issues are one of the problems frequently experienced by employees and require attention from an institution or organization. Low employee job satisfaction will negatively impact the quality of performance, leading to a decline in productivity.

Therefore, motivation, work environment, and job satisfaction need to be addressed in order to improve the performance of employees of the Surabaya City Water Resources and Public Works Agency or health workers in general. Based on the background information provided, this study aims to conduct research titled "The Influence of Motivation and Work Environment on Performance Through Job Satisfaction as an Intervening Variable for Employees of the Water Resources and Public Works Department of the Mulyorejo District Office".

THEORETICAL FOUNDATIONS AND HYPOTHESIS DEVELOPMENT

Work motivation with Job Satisfaction

Suhartono (2015) conducted research on the influence of motivation on job satisfaction, finding that individual work motivation has a significant effect on job satisfaction, and that salary and job security are two factors that influence job satisfaction.

This finding is supported by previous research by Teck-Hong and Waheed (2011). This study shows that only salary and job security have a significant impact on an individual's level of job satisfaction.

According to research conducted by Ian Suiryawan and Andrew (2013), motivation has an influence on job satisfaction and continues to encourage teachers to be happier in their workplace. Additionally, research conducted by Janiari et al. (2015) found that motivation has a positive and significant impact on job satisfaction, and the higher the motivation provided, the higher the job satisfaction of employees. Motivation theory is based on five levels of needs: physiological, safety, social, esteem, and self-actualization. Social needs, safety needs, and physiological needs are the highest measures of employee motivation. A friendly work environment, easy transportation, and performance-based benefits influence employee job satisfaction levels. This is supported by previous researchers, including Shah et al. (2012), who stated that motivation has a positive impact on job satisfaction.

Work Environmental with job satisfaction

Agbozo et al. (2017) conducted a study on the influence of the work environment on employee satisfaction and found that most bank employees were satisfied with their workplace, especially the physical workplace. Employee job satisfaction was also positively influenced by the relationship between employees and their supervisors.

Similar to the research conducted by Taheri et al. (2020), it was found that a better work environment has a significant effect on employee satisfaction and the achievement of goals

from the perspective of the organization's vision and mission. Therefore, this study aims to provide a better understanding of a good work environment, as employees are increasingly concerned with issues such as wages, working hours, incentives, safety, logistics, and social interaction.

Not much different from the research conducted by Quinerita Stevani Aruan and Mahendra Fakhri (2012), this study found that physical and non-physical work environments have the most positive and significant effects. Additionally, employee satisfaction in the Grasberg Power Distribution Department is significantly influenced by both types of work environments. The state of the workplace greatly affects employee satisfaction levels. This suggests that the work environment can enhance employee satisfaction. If employees work in a comfortable and safe workplace, they will feel satisfied and demonstrate good work performance, which will undoubtedly satisfy the company.

Work Motivation and Employee Performance

Al-Musadieq et al. (2018) conducted research on the relationship between work motivation and human resource performance, finding that there is a direct correlation between work motivation and human resource performance. This is in line with the "quid pro quo" philosophy of life, where there is always reward, dynamics of needs (material and psychological), and no excess. According to research conducted by Sutrischastini (2015), there is a positive and significant correlation between work motivation and performance. This means that employees with high work motivation tend to perform at a high level, while those with low work motivation tend to

perform at a low level in the context of the Gunungkidul Regency Secretariat Office, even though there are no challenging obstacles to enhance their motivation.

Work Environmental with Employee Performance

Putri et al. (2019) studied the effect of the work environment on employee performance. The findings indicate that the work environment influences employee performance. Employees will feel comfortable in their workplace if they have a good work environment, adequate facilities, a conducive workplace, and good relationships with their colleagues and superiors. Employees are motivated to perform well when they feel comfortable at their workplace and receive support from their social environment. This aligns with Ali's (2015) research, which concluded that the workplace environment can have a positive and significant impact on employee performance.

In line with this study, Demus et al. (2015) found that interpersonal relationships, supervision, coaching, and employee well-being simultaneously affect employee performance. This finding is consistent with the research of Lestary and Harmon (2017), who found that the work environment and employee performance are correlated.

Job Satisfaction with Employee Performance

Hendri's (2019) research found that job satisfaction has a significant impact on employee performance. This finding is in line with previous research by Kreitner and Kinicki, who found that job satisfaction has many consequences, one of which is employee performance. According to Kreitner and Kinicki,

higher levels of job satisfaction will lead to better staff performance, which in turn will result in better organizational performance.

Moynihan et al. (2000) conducted a survey of 10,000 executives listed in the Ray and Berndsson Executive Search Firm database. They found that 1,341 executives, or 13.41% of the total, responded. This study aims to examine how job satisfaction and three dimensions of organizational commitment (affective commitment, continuance commitment, and normative commitment) impact intention to leave, job search activity, job performance, and leadership effectiveness. Based on the results of this study, it can be concluded that job satisfaction and affective commitment are positively correlated with executive performance.

METHOD

This research applies quantitative research methods, namely an objective research approach consisting of questions or statements, also known as questionnaires, which are distributed or shared with respondents to measure or analyze existing variables. The data is then tested using path coefficient analysis or the Smart PLS program.

Data collection techniques can be done by interview, questionnaire, observation (Sekaran & Bougie, 2016). The current research uses data collection techniques by interviewing and distributing questionnaires. Research data collected using questionnaire techniques and using a five-point Likert scale type (5 = strongly agree and 1 = strongly disagree) aims to measure respondents' perceptions regarding research phenomena.

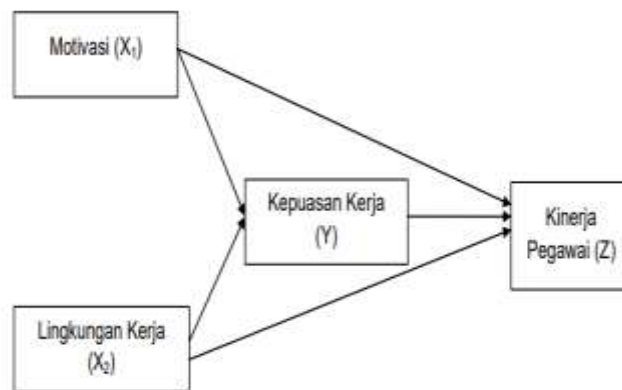


Figure 1. research framework

The data analysis technique used in this research is Structural Equation Modeling (SEM) equation modelling. SEM is an analytical tool that combines factor analysis, structural model and path analysis approaches (Sekaran & Bougie, 2016). SEM analysis can be carried out three activities directly, namely checking the validity and reliability of the instrument, testing the relationship model between variables and activities to obtain a suitable model.

This research was conducted using the Structural Equation Model (SEM) approach using the Partial Least Square (PLS) analysis method supported by computer software, namely the Smart-PLS 3.0 program for statistical analysis of respondent characteristics and descriptive analysis of variables.

The validity test used is the construct validity / congruent validity test. Construct validity proves how well the results obtained from using these measures are in accordance with the theories in which these tests are designed, this is assessed through convergent validity and discriminant validity (Sekaran & Bougie, 2016: 222). In an adequate model, the AVE should be greater than 0.50 (Chin, 1998); (Höck & Ringle, 2006: 15). For an appropriate relational model, outer loadings should be above 0.70 (Henseler et al., 2012: 269). Another rule of thumb is that

indicators with measurement loadings in the range of 0.40 to 0.70 should be removed if dropping them would improve composite reliability (Hair Jr. et al., 2014: 103). However, at the research stage of scale development, loadings of 0.50 to 0.60 are still acceptable (Ghozali & Latan, 2015: 37).

In models adequate for exploratory purposes, composite reliability should be equal to or greater than 0.60 (Chin, 1998); (Höck & Ringle, 2006: 15). Equal to or greater than 0.70 for models adequate for confirmatory purposes (Henseler et al., 2012: 269), and equal to or greater than 0.80 is considered good for confirmatory research (Daskalakis & Mantas, 2008: 288). By convention, the same limitations apply for assessing Cronbach's alpha, which is greater than or equal to 0.80 for a good scale, 0.70 for an acceptable scale, and 0.60 for an exploratory purpose scale (Garson, 2016: 64).

R-Square also called the coefficient of determination is the overall effect size for the structural model (W. W. Chin, 1998: 323); (Höck & Ringle, 2006: 15), describing results above the limits of 0.67; 0.33 and 0.19 to be 'substantial', 'moderate'. and 'weak' respectively. The R-square here would be considered to have a moderate strength or effect. However, what is 'high' is relative to the field: a value of

0.25 could be considered ‘high’ if the state of the art in a particular subject and field had previously led to lower values (Garson, 2016: 80).

The measurement bootstrapping model test is used to see the relationship between constructs and the significance value in the path coefficients and indirect effect table, namely the coefficient estimates and how the level of t-statistics or p-values of each variable. A relationship between variables is said to have an effect if the level of significance:

p-value ≤ 0.05 or t-value ≥ 1.96 (Garson, 2016: 97).

RESULT AND DISCUSSION

Measurement Model

Table 1. presents the results of the measurement model (outer model). The table presents the outer loadings of each item, CR, CA of all variables. Specifically, all outer loadings values are above 0.60; CR of each variable ranges from 0.928 to 0.974 and CA of the variables ranges from 0.928 to 0.971.

Table 1. SPECIFIED MEASUREMENT MODEL

Variable and Scale item all indicators	Loading	CR	CA
Work Motivation (WM)		,974	,971
WM.1	,901		
WM.2	,889		
WM.3	,838		
WM.4	,861		
WM.5	,887		
WM.6	,864		
WM.7	,883		
WM.8	,884		
WM.9	,816		
WM.10	,883		
WM.11	0,868		
WM.12	0,881		
Work Environmental (WE)		,945	,928
WE.1	,716		
WE.2	,823		
WE.3	,856		
WE.4	,788		
WE.5	,826		
Job Satisfaction (JS)		,954	,930
JS.1	,908		
JS.2	,900		
JS.3	,841		
JS.4	,855		
JS.5	,903		
Employee Performance (EP)		,927	,947
EP.1	,760		
EP.2	,811		
EP.3	,809		

Source: Author Analysis

From the results of respondents' answers based on the Likert scale answer selection criteria, then interpreted using the three-box method, the range divided by three results in a range of 1.33 (1.00-2.33 = low; 2.34-3.67 = medium; 3.68-5.00 = high) and then used as the basis for interpreting the average value of the variable (Ferdinand, 2006).

Structural Model

Structural model assessment (inner model) looks at the value of R-square and Q-square. The R-Square value of the employee performance variable is 0.909. This value shows that the variation in employee performance explained by work motivation, work environmental, job satisfaction is 90,9%, while the rest is explained by other variables. The R-square value for the job satisfaction variable is 0.843. This value indicates that the job satisfaction variable explained by work motivation and work environmental is 84.3%, while the rest is explained by other variables.

Based on the calculation of the Q-square value of 0.776, it means that this research model has a high model fit. The model accuracy of 77.6% explains that the contribution of the model to explain the structural relationship of the four variables studied is 77.6% and the rest is explained by other variables not involved in the model. The predictive-relevance formulation above:

$$Q_p^2 = 1 - (\sqrt{1 - R_1^2}) \times (\sqrt{1 - R_2^2})$$

$$Q_p^2 = 1 - (\sqrt{1 - 0,843^2}) \times (\sqrt{1 - 0,909^2})$$

$$Q_p^2 = 1 - (0,538 \times 0,417)$$

$$Q_p^2 = 1 - 0,224$$

$$Q_p^2 = 0,776$$

Assessing the inner model is also by looking at the significant value to determine the effect between variables through the bootstrapping procedure. Hypothesis testing is carried out using the T-test (T-statistics) on each direct effect path and indirect effect. Table 4

shows the results of direct and indirect effect hypothesis testing.

The effect of work motivation on employee performance shows a path coefficient of -0,291 with t-statistics of 0.907 ($p = 0.365$). This can be explained that work motivation has no effect on employee performance. The effect of work environmental on employee performance has a path coefficient of 0,466 with t-statistics of 2,110 ($p = 0.035$). These results can be explained that work environmental has a positive effect on employee performance.

The effect of work motivation on job satisfaction has a path coefficient value of 0.957 with t-statistics of 7,041 ($p = 0.000$). These results can be explained that work motivation has a positive effect on job satisfaction. The effect of work environmental on job satisfaction has a path coefficient value of 0,024 ($p = 0.981$). These results can be explained that work environmental has a not effect on job satisfaction. The effect of job satisfaction on employee performance has a path coefficient of -0.764 with t-statistics of 2,999 ($p = 0.003$). These results can be explained that job satisfaction has effect on employee performance.

The relationship between work motivation and employee performance through job satisfaction has a path coefficient of 0,731 with t-statistics of 2,718 ($p = 0.007$). These results can be explained that work motivation has a positive effect on employee performance through job satisfaction. The relationship between work environmental and employee performance through job satisfaction has a coefficient with a value of -0.003 with t-statistics of 0,026 ($p = 0.980$). These results can be interpreted that work environmental has effect on employee performance through job satisfaction.

Table 2. Hypothesis Testing Of Direct And Indirect Effects

Relationship	Coefficients	T-statistics	p-value
<i>Direct effect</i>			
Work Motivation and Employee Performance	-,291	,907	,365
Work Environmental and Employee Performance	,466	2,110	,035
Work Motivation and Job Satisfaction	,957	7,041	,000
Work Environmental and Job Satisfaction	-,004	0,024	,981
Job Satisfaction and Employee Performance	,764	2,999	,003
<i>Indirect effect</i>			
Work Motivation on Employee Performance through Job Satisfaction	,731	2,718	,007
Work Environment on Employee Performance through Job Satisfaction	-,003	0,026	,980

Source: Smart-PLS 3.0

Discussion

This phenomenon can occur due to several factors. First, high administrative workloads that are poorly distributed cause employees to experience work fatigue, thereby reducing their energy to complete their work optimally. Second, performance appraisal systems that lack transparency and do not provide meaningful feedback prevent employees from seeing a direct link between their efforts and results. Third, rewards for work achievements are still collective in nature and do not take individual contributions into account, so motivated employees feel they are not receiving fair recognition.

This phenomenon shows that attention to simple elements in workplace management, such as spatial layout, visual aesthetics, and social relationships, has a significant impact on employee behavior and work performance. However, there are still several aspects that can be improved. For example, in informal interviews, some employees expressed concerns about the absence of a comprehensive safety system, particularly when working in the field or during floods. This highlights the need for ongoing comprehensive evaluation of workplace environment

aspects, including for field staff working outside the office.

In the context of public sector organizations such as the Water Resources and Public Works Agency, employee motivation—especially intrinsic motivation—plays a key role in building job satisfaction. When employees feel that their work is meaningful, matches their personal abilities, and provides opportunities for learning and development, they tend to feel satisfied, emotionally attached, and loyal to the organization.

These results demonstrate that in the context of government agencies such as the Water Resources and Public Works Department, employees do not evaluate their work solely based on physical aspects or the work environment. Instead, the aspects that contribute more significantly to their satisfaction are how their work is valued, how their achievements are recognized, and how their careers are managed.

In other words, organizations cannot simply provide clean, well-lit, and comfortable workspaces. Employee satisfaction is more determined by intangible factors such as clarity in the evaluation system, fair two-way communication, recognition of ideas and contributions, and clarity in career paths.

Therefore, strategies to improve job satisfaction must encompass dimensions that go beyond mere workspace management.

This high level of satisfaction is also reflected in strong performance indicators, such as timeliness in completing tasks and work efficiency. Some employees even stated that they were motivated to work harder because they felt that their responsibilities were appreciated and that their work contributed significantly to society, particularly in the infrastructure and urban water management sectors.

The presence of job satisfaction as a mediator is a key point in designing strategies to improve employee performance, especially in public sector agencies that tend to be bureaucratic and hierarchical. Employee motivation, although high, will not be effective if it is not accompanied by a system that makes them feel valued, given room to grow, and receive positive feedback on their performance.

Furthermore, these findings indicate that organizations cannot solely focus on motivational training or technical skill enhancement. Serious attention must be given to employees' affective-emotional conditions, including role clarity, a sense of security in the workplace, and transparent promotion systems. Job satisfaction must be systematically built as a bridge between internal motivation and organizational performance targets.

The absence of a mediating effect of job satisfaction does not indicate that the work environment is unimportant, but rather suggests that its influence on performance tends to be direct and non-emotional. In other words, the work environment may help employees focus and be more efficient, but it does not necessarily make them feel deeply satisfied, especially if their

psychological needs and career aspirations are not met.

This also reflects that in government organizations, employees' affective dimensions (job satisfaction) are more influenced by managerial structure, organizational justice, and formal recognition, rather than by the visual or physical aspects of the workplace. Therefore, to create job satisfaction that can improve performance, interventions in human resource policies are needed, not just improvements to physical office facilities. Thus, strategies to enhance employee performance should not only focus on physical office development or environmental aesthetics but also involve approaches that address employees' motivational and relational aspects.

CONCLUSION

This study aims to examine the mediating role of job satisfaction in the influence of work motivation and work environment on the performance of employees at the Water Resources and Public Works Office in Mulyorejo District, Surabaya City. Work motivation does not affect employee performance. The work environment has a positive effect on employee performance. Work motivation has a positive effect on job satisfaction. The work environment does not influence job satisfaction. Job satisfaction has a positive influence on job satisfaction. Job satisfaction mediates the positive influence between work motivation and employee performance. Job satisfaction does not mediate the influence between the work environment and employee performance.

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