



# THE EFFECT OF WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE EAST JAVA PROVINCE EDUCATION OFFICE

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## Article Info

## ABSTRACT

### Keywords:

Employee Performance, Job satisfaction, Work Environment, Work Motivation,

This study examines the impact of work motivation and work environment on employee performance, with job satisfaction as an intervening variable at the East Java Provincial Education Office. Using a quantitative research method with a survey approach, the study surveyed 62 employees from the office. The findings indicate that both work motivation and work environment significantly and positively influence job satisfaction. Furthermore, work motivation and work environment also have a positive and significant impact on employee performance, both directly and indirectly through job satisfaction. The results underscore the importance of managing work motivation and fostering a supportive work environment to enhance employee performance, which in turn supports the achievement of organizational goals. This research highlights the critical role that motivation and the work environment play in improving employee performance within the public sector, emphasizing the need for organizational strategies that prioritize these factors.

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## 1. INTRODUCTION

Competition in today's work environment requires individuals who have broad insights, intellectual, innovative, as well as high work ethic and commitment to keep up with the latest developments. Each agency strives to improve the performance of all its employees in order to maintain their sustainability in the long term (Supriyanto et al., 2022). Human resources include all things which can be considered as assets for an institution in achieving its goals, because the progress of an institution is greatly influenced by the work productivity of employees in the institution (Junaidin et al., 2022).

Employee performance is a very important aspect in an agency, especially for agencies that expect their employees to work wholeheartedly according to their potential, in order to achieve maximum work results. Without satisfactory performance, it will be difficult to achieve the agency's goals. Employee performance can be considered good if the completion of their tasks meets the standards that have been set (Hasanudin et al., 2021).

Motivation is very important because with motivation, every employee will try their best and be enthusiastic to achieve better achievements (N. Arianto & Septiani, 2021). In the absence of motivation, employees tend to lose enthusiasm in carrying out their duties, which in turn can reduce job satisfaction and thus decrease overall performance (Pane et al., 2022).

The work environment includes all tools, tools, and materials used as well as the surrounding conditions in which a person works. When the work environment situation is supportive, performance achievement will increase. In other words, the work environment includes everything around the workers that can influence employees in carrying out their mandated tasks (Solihatun et al., 2021). In addition, the work environment and the employee's perspective on the environment also play an important role in determining their level of job satisfaction. Job satisfaction will be greatly influenced by the rewards and punishments received and perceived by the individual concerned, in addition to that job satisfaction is also influenced by the employee's work environment and perception of it (Putra et al., 2023).

Job Satisfaction is an emotional attitude that is fun and loves the job. This attitude is reflected in work morale, discipline and work performance. Job satisfaction is influenced by several things, one of which is the work environment. A comfortable work environment will make employees feel satisfied at work (Faiqurrutab et al., 2023). When employees feel satisfied, they will be able to create positive experiences for other employees that can increase employee motivation and performance (Anintiyas & Tjahyanti, 2023).

## 2. RESEARCH METHODS

This study employs a quantitative approach using a survey method. The research population consists of all employees at the East Java Provincial Education Office, with a sample of 62 respondents. The data were analyzed using Structural Equation Modeling (SEM) with SmartPLS. The variables examined in this study include Work Motivation, Work Environment, Job Satisfaction, and Employee Performance. The questionnaire used in this research was designed to measure these variables and was tested for validity and reliability through standard procedures, such as expert validation and internal consistency checks (e.g., Cronbach's Alpha). In addition to SEM, other statistical tests, including model fit indices and significance testing, were conducted to ensure the robustness of the results. However, it is important to note the limitations of this study, including the relatively small sample size and the cross-sectional nature of the data, which limits the ability to draw causal inferences. Future research could explore longitudinal designs and larger samples to further validate these findings.

## 3. RESULT AND ANALYSIS

Table 1. Validity Test Results

Variable	Item Indicator	Loading Factor	AVE	Description
Work Motivation	X1.1	0.857	0.660	Valid
	X1.2	0.774		
	X1.3	0.791		
	X1.4	0.863		
	X1.5	0.771		
	X1.6	0.816		
Work Environment	X2.1	0.883	0.744	Valid
	X2.2	0.800		
	X2.3	0.871		
	X2.4	0.892		
Employee Performance	Y.1	0.820	0.754	Valid
	Y.2	0.894		
	Y.3	0.883		
	Y.4	0.877		
	Y.5	0.872		
	Y.6	0.863		
Job Satisfaction	Z.1	0.879	0.693	Valid
	Z.2	0.777		
	Z.3	0.853		
	Z.4	0.799		
	Z.5	0.850		

The results of the convergent validity test can be seen the variables Work Motivation, Work Environment, Job Satisfaction and Employee Performance. Each variable shows a loading factor value greater than 0.70, so it can be concluded that all constructs are valid.

Furthermore, in the discriminant validity test, an Average Variance Extracted (AVE) value was obtained which showed greater than 0.50. Thus, it can be concluded that the items used in the construct are valid items.

**Tabel 2.** Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Description
Work Motivation	0.897	0.921	Reliabel
Work Environment	0.885	0.921	Reliabel
Employee Performance	0.935	0.948	Reliabel
Job Satisfaction	0.889	0.918	Reliabel

The reliability test showed that these four variables had Cronbach's alpha and composite reliability values that exceeded 0.70. Thus, it can be concluded that the construct in this study is said to be reliable.

**Tabel 3.** R Square Test Results

Variable	R Square
Employee Performance	0.692
Job Satisfaction	0.690

Based on the results, R Square shows that the Employee Performance variable is 0.692. This value shows that 69.2% of the Employee Performance variable can be explained by Work Motivation and Work Environment. Then for the R-Square value of the Job Satisfaction variable is 0.690. This value shows that Job Satisfaction can be explained by Work Motivation and Work Environment by 69%. This indicates that this model is categorized as strong because its value is close to R<sup>2</sup> in the range R<sup>2</sup>=0.75.

Based on the calculation, the Q-Square value obtained is 0.905. This means that 90.5% of the diversity of data in this study can be explained by the research model. Meanwhile, the remaining 9.5% were influenced by other factors outside of this research model. Thus, these results show that this research model is stated to have a good goodness of fit.

**Tabel 4.** Hypothesis Test Results

Description	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic ( O/STDEV )	P Values
Work Motivation -> Job Satisfaction	0.515	0.496	0.099	5.213	0.000
Work Environment -> Job Satisfaction	0.419	0.437	0.096	4.362	0.000
Work Motivation -> Employee Performance	0.262	0.264	0.083	3.148	0.002
Work Environment -> Employee Performance	0.332	0.348	0.140	2.376	0.018
Job Satisfaction -> Employee Performance	0.340	0.326	0.126	2.698	0.007
Work Motivation -> Job Satisfaction -> Employee Performance	0.175	0.164	0.075	2.337	0.020
Work Environment -> Job Satisfaction -> Employee Performance	0.143	0.140	0.062	2.285	0.023

Based on the hypothesis results for each variable relationship as follows:

1) The Effect of Work Motivation on Job Satisfaction

Based on the results of the statistical T for the variable Work Motivation to Job Satisfaction is 5,213 and at the p value of 0.000. The original sample estimate value showed a Positive value of 0.515. Thus, Work Motivation has a positive and significant effect on Job Satisfaction. This finding is also in line with the theory (Wicaksono & Octaviani, 2025) that work motivation is the encouragement in employees to carry out an activity or task in order to be able to achieve work performance (performance) in accordance with organizational goals. This study also supports research conducted by (Jannah et al., 2023) showing that Work Motivation has a positive and significant effect on Job Satisfaction.

2) The Influence of the Work Environment on Job Satisfaction

Based on the results of the statistical T of 4,362 and the p value of 0.000. The original sample estimate value showed a Positive value of 0.419. Thus, the Work Environment has a positive and significant effect on Job Satisfaction. These findings also support research conducted by (Arianto & Achmad, 2024)

stating that the work environment has a positive and significant effect on job satisfaction, meaning that a positive work environment is closely related to the high level of employee job satisfaction.

3) **The Influence of Work Motivation on Employee Performance**

Based on the results of the statistical T of 3,148 and the p value of 0.002. The original sample estimate value showed a Positive value of 0.262. Thus, Work Motivation has a positive and significant effect on Employee Performance. These findings also support research conducted by (Budiman et al., 2024) showing that work motivation has a positive and significant effect on employee performance at the Regional Civil Service Agency of West Sumatra Province. This means that work motivation has a relationship or relationship with employee performance.

4) **The Influence of the Work Environment on Employee Performance**

Based on the results of the statistical T of 2,376 and the p value of 0.018. The original sample estimate value showed a Positive value of 0.332. Thus, the Work Environment has a positive and significant effect on Employee Performance. This finding also supports research conducted by (Febrianto, 2018) showing that there is a positive and direct influence of the work environment on employee performance at the Batu City Regional Secretariat.

5) **The Effect of Job Satisfaction on Employee Performance**

Based on the results of the statistical T of 2,698 and the p value of 0.007. The original sample estimate value showed a Positive value of 0.340 Thus, Job Satisfaction has a positive and significant effect on Employee Performance. These findings are also supported by research (Molly & Yasa, 2025) stating that job satisfaction and employee performance have a positive and significant influence.

6) **The Effect of Work Motivation on Employee Performance through Job Satisfaction**

Based on the results of the statistical T of 2,337 and the p value of 0.020. The original sample estimate value showed a positive value of 0.175. Thus, Work Motivation has a positive and significant effect on Employee Performance through Job Satisfaction. These findings are also supported by research (Sarbingi et al., 2023) stating that work motivation has a positive and significant impact on employee performance, with job satisfaction acting as a mediator.

7) **The Influence of the Work Environment on Employee Performance through Job Satisfaction**

Based on the results of the statistical T of 2,285 and the p value of 0.023. The original sample estimate value showed a positive value of 0.143. Thus, the Work Environment has a positive and significant effect on the variables of Employee Performance Through Job Satisfaction. This finding is also supported by research (Cahyani et al., 2024) showing that the work environment significantly affects employee performance through job satisfaction as an intervening variable, which is in line with the results of this study.

#### 4. CONCLUSION

The results of this study indicate that Work Motivation has a positive and significant effect on Job Satisfaction, meaning that higher levels of employee work motivation lead to increased job satisfaction. Similarly, the Work Environment positively influences Job Satisfaction, suggesting that a comfortable and supportive work environment enhances employee satisfaction. Furthermore, Work Motivation positively and significantly affects Employee Performance, demonstrating that motivated employees tend to perform better. Work Environment also has a significant positive impact on Employee Performance, implying that a safe and conducive work environment boosts employee performance. Job Satisfaction plays a crucial role, as it positively influences Employee Performance, meaning that satisfied employees tend to perform at higher levels. Additionally, Work Motivation positively affects Employee Performance through Job Satisfaction, indicating that higher motivation leads to improved performance through increased satisfaction. Likewise, a Work Environment that fosters security and comfort improves both Job Satisfaction and Employee Performance.

In conclusion, the findings highlight the importance of managing work motivation and creating a positive work environment to enhance job satisfaction and employee performance. Based on these results, policy recommendations for the East Java Provincial Education Office include developing programs that actively foster employee motivation and creating a more comfortable and secure work environment. However, this study has limitations, such as its cross-sectional design and relatively small sample size. Future research could explore these relationships over a longer period with a larger sample to validate and expand upon these findings.

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